

files

**PCT Meeting Notes**

9/11/96

**General Observations**

The "team facilitation" was excellent. Steve's explanation of the PCT's role and the decision making schedule was clear and to the point.

Judy did an excellent job of keeping the meeting on track and managed both the people and the process very well. All the outcomes were accomplished and the total group, PCT members, technical team leaders and staff, functioned as a team. There was a noticeable increase in participation. It was a good meeting.

Here are my perceptions and suggestions in the areas of facilitation, presentations, recording, and the decision making process.

**Team Facilitation**

This was a good model for how team facilitation should be done. You both stayed in your roles with Judy shepherding the process and Steve keeping to the content. Judy in particular was very gracious and expressed a genuine appreciation for the participation of the members of the PCT. It had a noticeable impact on the mood of the group.

The process was clear. People knew where they were going. Instructions were understood. When the content was important the process adapted to the situation. One presentation was 45 minutes and another 5 minutes which was the time needed to deal with each topic.

The team approach is very effective with our groups. This would be a good topic of discussion for the team leaders of all the committees.

**Presentations**

The presentations improved markedly. Having the handouts which duplicate the overheads is very helpful and, at times, sight-saving. We need to keep pushing this expectation. The visuals help the presenter and participants stay focused in the discussions. The noticeable increase in participation, in my view, happened because of the facilitation and the visuals.

Are up-dates necessary at every meeting? A presenter should be able to get to the main point in the first three minutes of their remarks. The information presented needs to relate to the purpose and expectations of the PCT. Updates just don't do that. More than one update at a meeting seems like a waste of time.

Who is in control when a presentation is being made? Several times, the presenter was in control and they changed the process, taking more time than expected. Other presentations were affected. This issue needs to be discussed with the facilitation team members.

In my view, the facilitator needs to control the question and answer sessions. It is very difficult for a presenter to facilitate questions and answers, particularly when there is a difference of opinion.

How questions and comments are made needs attention. Are questions taken at any time or at the end of the presentation? Question and answer sessions affect the time and the continuity of a presentation. We are working with time constraints. I keep thinking there are questions not being asked and issues not being identified. I recommend we use 3 X 5 cards to record questions and issues and respond to them appropriately.

Remind the presenters they are not expected to educate the PCT unless they are specifically asked for education. Some presenters tend to spend more time in education than necessary.

### **Recording**

Recording is an issue. The recording was small and could not be seen from the table. It is also not clear what is being recorded. Key points, understandings, issues, commitments, or whatever is recorded is directly affected by the skills of the recorders. We need to think this one through since it is an important tool that will be immensely helpful in the coming months.

### **Decision Making Process**

We need to define our decision making processes. What consensus model will be used? How will advice be given? How will the PCT members work together to fulfill their mission? There are process issues which need to

be discussed and agreed upon by the members. The first fifteen minutes of the meeting seems an appropriate time for this purpose.

### **Facilitation Tips**

- Breaks are important. After a group has been sitting for 90 minutes they need a break for the mind, body, emotions and spirit. Use the breaks to make the group more effective. We can all be more creative in this area.

- Coloring documents and numbering pages helps participants get to information quicker, and anything you can do to move paper in a more efficient manner is beneficial. As an example, the "Time Value of Water" paper should be gilded in gold.

- Time estimating that is based on the process is more accurate. When you look at each step in a process, you start seeing how much time you need for the outcome.

- Pete makes the process credible for a lot of people and he is a great asset to our program. He is a calming influence and helps people to compromise and clarify issues. He will be very helpful in the development of the decision making process. We should involve him more in our planning.

- In dealing with conflicts, the facilitator should intervene immediately, clarify the respective views and involve other members of the group in the discussion. Remind participants what they are trying to do from a process perspective. As an example, "pardon me, I want to remind you at this time we are identifying issues."

- Here is one process for building a consensus in a group:

1. Ask for a demonstration; a vote, show of hands, head nods, something to see if the group is near to consensus.
2. Explain the consensus model we are using
3. Ask the group to agree
4. Listen to minority views
5. Give everyone an opportunity to respond
6. Ask those not wanting to join the majority to express their opinions one more time

7. Ask others to respond one more time
8. Then ask the holdouts if they will go along, with reservations if necessary
9. Record the reservations
10. Go Forward